

## **Memorandum**

To: Potential IFM System Users  
From: DE01/Axel Roth  
Subject: IFMP Change Survey

Please take 20 minutes or so during the next week to complete the attached survey. The survey is intended to take a quick "snapshot" of your beliefs, feelings, and perceptions about the Integrated Financial Management (IFM) Program. Your responses will help the Center and the IFM Team implement the IFM Program successfully.

Three projects in the IFM Program will roll out this year (Resume Management, Position Description Management, and Travel Manager). A fourth project, Core Financials, is underway now, but will not roll out until 2002. Teams at MSFC will use the survey results to help prepare for the roll-outs; the Program Office will use the results to help formulate the assistance given to the Centers.

### **Anonymity**

Survey responses will be kept completely anonymous. NASA managers and staff will not see any completed surveys; they will only see the results of the analysis. These results will be presented in a manner that maintains the anonymity of all survey participants

### **Where do I send it when I'm done?**

Please return your completed survey to the PricewaterhouseCoopers Survey Center in the enclosed self-addressed envelope. If you lose the envelope that was sent with your survey, you can return the survey to the following address in a 9 x 12 envelope:

Seth Berr  
Survey Center  
PricewaterhouseCoopers LLP  
300 Atlantic Street  
Stamford, CT 06901

### **When is the deadline for returning the survey?**

Please drop your completed survey in the US mail no later than **April DD, 2001**

If you have questions, please contact Katherine Nabors at 544-7294.

Thank you in advance for your cooperation.

Sincerely,

Axel Roth  
Associate Center Director

# Integrated Financial Management Program Change Readiness Survey

## Level of Agreement:

For each statement below, please indicate the extent to which you **agree or disagree**, using the scale below. **Use the information you have to answer the questions.** If you do not have enough information to comfortably answer a question, then use the "Don't know / Not enough information" option. If you do have information, but your position with respect to a statement remains neutral, undecided or ambivalent, then answer "Neither agree nor disagree."

Statements like "leaders and managers at my Center" refer to multiple individuals or teams. Since individual leaders and managers will vary, when responding to statements such as this, **use your overall impression** of the group as a whole. If it helps, *think of what your average response would be across all leaders and managers with whom you are familiar.* For people who report to more than one person (e.g., "matrixed" or co-located employees), averaging may also apply when you rate "my manager." If you have no basis upon which to provide an answer, use the "Don't know" option.

## Importance Ratings:

Also, please indicate **the importance** of each statement for IFMP success. In other words: *For the IFM system to be successfully implemented and effectively used at your Center, how important do you think it is that people at your Center agree with this statement?* Try to provide importance ratings, even if you are just guessing. Leave it blank if you think you have no basis to make a judgement.

## Example:

1. I answer my phone every time it rings.

DK	SD	D	N	A	SA	Low	Med	High	Crit
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Agree / Disagree Scale

- 0 = Don't Know / Not Enough Information
- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neither Agree nor Disagree
- 4 = Agree
- 5 = Strongly Agree

### Importance Scale

- L = Not Very Important
- M = Somewhat Important
- H = Very Important
- C = Critical - your top 5 most important

### MARKING INSTRUCTIONS

- Use a No. 2 pencil or a blue/black ink pen only.
- Do not use pens that soak through the paper.
- Make solid marks that fill the oval completely.
- Make no stray marks on this form.

**CORRECT:** ● **INCORRECT:** ✓ ✗ ◐ ◑

## Definitions you will need for the following pages:

- **Center Leadership:** The Center Director and his/her direct reports
- **Change Projects:** Initiatives that change the way people at your Center work, such as reorganizations, ISO9000 changes, etc.
- **My manager:** The person to whom you report
- **Leaders and managers at my Center:** The people at your Center with management and/or supervisory responsibilities

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	Don't Know / Not Enough Info	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Low - Not Important	Medium - Somewhat Important	High - Very Important	Critical	
1. I understand the purpose and objectives of the IFM Program.	0	1	2	3	4	5	L	M	H	C	42
2. There is a clear and compelling need for IFMP.	0	1	2	3	4	5	L	M	H	C	40
3. Center Leadership has linked NASA's vision to the need for IFMP.	0	1	2	3	4	5	L	M	H	C	38
4. I am clear about how IFMP will affect me.	0	1	2	3	4	5	L	M	H	C	36
5. There is support from Center Leadership for IFMP at this Center.	0	1	2	3	4	5	L	M	H	C	34
6. Someone senior to me has explained the plan for IFMP implementation.	0	1	2	3	4	5	L	M	H	C	32
7. I understand the reasons why NASA is implementing IFMP at my Center.	0	1	2	3	4	5	L	M	H	C	30
8. The rationale for implementing IFMP at my Center makes sense to me.	0	1	2	3	4	5	L	M	H	C	28
9. I understand what my role will be in making IFMP implementation a success.	0	1	2	3	4	5	L	M	H	C	26
10. The way(s) that IFMP will impact my Center and how we do business has been clearly explained to me.	0	1	2	3	4	5	L	M	H	C	24
11. There is sufficient cooperation between groups at my Center for change projects to succeed.	0	1	2	3	4	5	L	M	H	C	22
12. There is sufficient cooperation between my Center and the other centers for change projects to succeed.	0	1	2	3	4	5	L	M	H	C	20
13. My Center provides sufficient training when new systems or work processes are introduced.	0	1	2	3	4	5	L	M	H	C	18
14. People at my Center with the responsibility for implementing changes have the authority required to do so.	0	1	2	3	4	5	L	M	H	C	16
15. My Center effectively manages the conflicts and tensions that arise between change projects and day-to-day operations.	0	1	2	3	4	5	L	M	H	C	14
16. I am proficient in MS Windows applications.	0	1	2	3	4	5	L	M	H	C	12
17. My Center provides the resources (time, people, money) necessary to effectively implement new systems and processes.	0	1	2	3	4	5	L	M	H	C	10

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		Don't Know / Not Enough Info	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Low - Not Important	Medium - Somewhat Important	High - Very Important	Critical
42	18. My Center has managed change successfully in the past.	0	1	2	3	4	5	L	M	H	C
40	19. People at my level will <u>not</u> be opposed to changes in systems and work procedures brought about by IFMP.	0	1	2	3	4	5	L	M	H	C
38	20. I can envision how we will do business after IFMP is implemented.	0	1	2	3	4	5	L	M	H	C
36	21. My Center's organizational structure enables people to act quickly and effectively.	0	1	2	3	4	5	L	M	H	C
34	22. I understand how my work relates to other people's work.	0	1	2	3	4	5	L	M	H	C
32	23. My Center is moving in the right direction.	0	1	2	3	4	5	L	M	H	C
30	24. There has been too much change in my part of the organization.	0	1	2	3	4	5	L	M	H	C
28	25. I am usually given enough time to adjust to changes made at my Center.	0	1	2	3	4	5	L	M	H	C
26	26. IFMP is not just another "flavor of the month" program.	0	1	2	3	4	5	L	M	H	C
24	27. When implementing change projects at my Center, management maintains its commitment despite obstacles.	0	1	2	3	4	5	L	M	H	C
22	28. No one at my Center will be adversely affected by the IFM Program.	0	1	2	3	4	5	L	M	H	C
20	29. My manager will make people available for IFMP training.	0	1	2	3	4	5	L	M	H	C
18	30. I will be recognized/rewarded for participating in IFMP.	0	1	2	3	4	5	L	M	H	C
16	31. There will be consequences for me if I fail to participate in IFMP.	0	1	2	3	4	5	L	M	H	C
14	32. IFMP will help me and my team to do a better job.	0	1	2	3	4	5	L	M	H	C
12	33. Leaders and managers at my Center have shown a willingness to confront individuals who do not support change projects.	0	1	2	3	4	5	L	M	H	C

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	Don't Know / Not Enough Info	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Low - Not Important	Medium - Somewhat Important	High - Very Important	Critical	
34. There are people at all levels in my Center who are enthusiastic supporters of the IFMP.	0	1	2	3	4	5	L	M	H	C	42
35. Leaders and managers at my Center seek input from employees when making decisions or changes.	0	1	2	3	4	5	L	M	H	C	40
36. My manager has earned my trust.	0	1	2	3	4	5	L	M	H	C	38
37. Leaders and managers at my Center work to gain employee commitment (they don't just force employees to obey).	0	1	2	3	4	5	L	M	H	C	36
38. My manager focuses on fixing problems rather than assigning blame.	0	1	2	3	4	5	L	M	H	C	34
39. I am treated fairly by my manager.	0	1	2	3	4	5	L	M	H	C	32
40. My Center adopts new information technology to meet changing business needs.	0	1	2	3	4	5	L	M	H	C	30
41. Center Leadership "walks the talk" (i.e., their actions are consistent with their words).	0	1	2	3	4	5	L	M	H	C	28
42. Information is communicated effectively at my Center.	0	1	2	3	4	5	L	M	H	C	26
43. I know where to turn for <u>accurate</u> information about IFMP.	0	1	2	3	4	5	L	M	H	C	24
44. I know where to turn for <u>timely</u> information about IFMP.	0	1	2	3	4	5	L	M	H	C	22
45. My manager passes along information about IFMP and explains how it will affect me.	0	1	2	3	4	5	L	M	H	C	20
46. Communication between management and employees is both frequent and effective within my work group.	0	1	2	3	4	5	L	M	H	C	18
47. I receive the information I need to be effective in my job.	0	1	2	3	4	5	L	M	H	C	16
48. Center Leadership communicates its vision in ways that relate to the things I value.	0	1	2	3	4	5	L	M	H	C	14
49. Communication at my Center flows upward and laterally (not just top-down).	0	1	2	3	4	5	L	M	H	C	12

## Communication Questions:

50. In my opinion, leaders and managers at my Center are generally effective at using these methods of communication: *(check all that apply)*

- ☐ 55 ☐ E-mail
- ☐ 54 ☐ Inside Marshall Today
- ☐ 53 ☐ Presentations
- ☐ 52 ☐ Virtual meetings (conference call, teleconference)
- ☐ 51 ☐ Telephone, voice mail
- ☐ 50 ☐ Marshall Star
- ☐ 49 ☐ Daily Planet
- ☐ 48 ☐ Formal face-to-face (e.g., staff meetings)
- ☐ 47 ☐ Informal face-to-face
- ☐ 46 ☐ Inside Marshall Headlines
- ☐ 45 ☐ Internet
- ☐ 44 ☐ Activity Notices
- ☐ 43 ☐ Employee Television
- ☐ 42 ☐ Electronic Signs
- ☐ 41 ☐ Bulletin Boards
- ☐ 40 ☐ Other: \_\_\_\_\_

51. My preference would be that **important information** is communicated to me using these methods: *(check all that apply)*

- ☐ ☐ E-mail
- ☐ ☐ Inside Marshall Today
- ☐ ☐ Presentations
- ☐ ☐ Virtual meetings (conference call, teleconference)
- ☐ ☐ Telephone, voice mail
- ☐ ☐ Marshall Star
- ☐ ☐ Daily Planet
- ☐ ☐ Formal face-to-face (e.g., staff meetings)
- ☐ ☐ Informal face-to-face
- ☐ ☐ Inside Marshall Headlines
- ☐ ☐ Internet
- ☐ ☐ Activity Notices
- ☐ ☐ Employee Television
- ☐ ☐ Electronic Signs
- ☐ ☐ Bulletin Boards
- ☐ ☐ Other: \_\_\_\_\_

## Project Questions:

52. How many other Center-wide management initiatives (besides your "regular" job) compete with IFMP for your time and attention?

- ☐ 29 ☐ None
- ☐ 28 ☐ 1 or 2
- ☐ 27 ☐ 3 to 5
- ☐ ☐ 6 to 10
- ☐ ☐ 11 or more

53. What are the top 3 other projects competing for your attention?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

54. How does IFMP rank with these and other Center-wide management initiatives for your time and attention?

- ☐ 10 ☐ Top priority
- ☐ 9 ☐ 2nd or 3rd priority
- ☐ ☐ Middle priority - somewhat important, but not in the top 3
- ☐ ☐ Low priority - not at all important

## Background Questions:

55. I have worked for NASA (any location) for a total of:

- ☐ Less than 2 years
- ☐ 2 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 20 years
- ☐ More than 20 years

57  
56  
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53

56. I have worked at Marshall Space Flight Center for a total of:

- ☐ Less than 2 years
- ☐ 2 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 20 years
- ☐ More than 20 years

49  
48  
47  
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57. I am currently assigned to the following organization at MSFC:

- |  |  |    |
|--|--|----|
| <input type="radio"/> Office of the Director (DA/DD/DE)          | <input type="radio"/> Space Transportation Directorate (TD)          | 41 |
| <input type="radio"/> Safety and Mission Assurance Office (QS)   | <input type="radio"/> Science Directorate (SD)                       | 40 |
| <input type="radio"/> Procurement Office (PS)                    | <input type="radio"/> Flight projects Directorate (FD)               | 39 |
| <input type="radio"/> Office of the Chief Financial Officer (RS) | <input type="radio"/> Engineering Directorate (ED)                   | 38 |
| <input type="radio"/> Systems Management Office (VS)             | <input type="radio"/> Center Operations Directorate (AD)             | 37 |
| <input type="radio"/> Space Shuttle Projects Office (MP)         | <input type="radio"/> Customer & Employee Relations Directorate (CD) | 36 |

58. I supervise or manage the following number of people including both Civil Servants and contractors (*don't forget the people your direct reports supervise*):

- |                                     |   |    |
|-------------------------------------|---|----|
| <input type="radio"/> None          | <input type="radio"/> 6 to 10 people      | 30 |
| <input type="radio"/> 1 or 2 people | <input type="radio"/> 11 to 20 people     | 29 |
| <input type="radio"/> 3 to 5 people | <input type="radio"/> More than 20 people | 28 |

59. Which of the following IFM system modules will you **predominantly** use (*choose only one*):

- |   |   |    |
|---|---|----|
| <input type="radio"/> Resume Management               | <input type="radio"/> Core Financial          | 24 |
| <input type="radio"/> Position Description Management | <input type="radio"/> None                    | 23 |
| <input type="radio"/> Travel Manager                  | <input type="radio"/> Don't know at this time | 22 |

**Answer the following two questions for the IFM system module you will use predominantly.**

60. How frequently would you guess that you will use the new IFM system?

- |  |   |    |
|--|---|----|
| <input type="radio"/> Never  | <input type="radio"/> Once a week                               | 16 |
| <input type="radio"/> Almost never                                     | <input type="radio"/> More than once a week but less than daily | 15 |
| <input type="radio"/> Once a month                                     | <input type="radio"/> About once a day                          | 14 |
| <input type="radio"/> More than once a month but less than once a week | <input type="radio"/> Many times a day                          | 13 |

61. What type of user do you think you will be? (*check all that apply*)

- ☐ System user (I will use the IFM system directly)
- ☐ Information user (I will use information generated by the IFM system)
- ☐ Manager/supervisor (I will manage or supervise people who will use the IFM system)
- ☐ Don't know at this stage of the process

8  
7  
6  
5

# Open-Ended Questions:

62. What 3 things should the IFM Team do to ensure that IFMP succeeds at your Center?

- 1. 

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- 2. 

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- 3. 

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63. What 3 things should the IFM Team be careful NOT to do?

- 1. 

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- 2. 

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- 3. 

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64. What 3 things can you personally do to help IFMP succeed?

- 1. 

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- 2. 

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- 3. 

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*Thank you for taking the time to complete this survey!*